

**SOUTH CAROLINA DEPARTMENT OF MENTAL HEALTH**  
**STATE DIRECTOR JOHN H. MAGILL**

**C. M. TUCKER, JR. NURSING CARE CENTER**  
**RODDEY PAVILION**  
**PROGRAM DIRECTOR AND NURSING HOME ADMINISTRATOR,**  
**NORMA JEAN MOBLEY**

**Summer 2012**

## DMH HISTORY AND DEMOGRAPHICS

DMH  
OPERATES A  
NETWORK OF  
SEVENTEEN  
COMMUNITY  
MENTAL HEALTH  
CENTERS,  
42 CLINICS,  
FOUR  
HOSPITALS,  
THREE  
VETERANS'  
NURSING  
HOMES, AND  
ONE  
COMMUNITY  
NURSING HOME.

### DMH HOSPITALS AND NURSING HOMES

#### Columbia, SC

G. Werber Bryan Psychiatric  
Hospital

William S. Hall Psychiatric  
Institute (Child & Adolescents)

Morris Village Alcohol & Drug  
Addiction Treatment Center

C.M. Tucker, Jr. Nursing Care  
Center - Stone Pavilion  
(Veterans Nursing Home)

C.M. Tucker, Jr. Nursing Care  
Center - Roddey Pavilion

#### Anderson, SC

Patrick B. Harris Psychiatric  
Hospital

Richard M. Campbell  
Veterans Nursing Home

#### Walterboro, SC

Veterans Victory House  
(Veterans Nursing Home)

South Carolina has a long history of caring for those suffering from mental illness. In 1694, the Lords Proprietors of South Carolina established that the destitute mentally ill should be cared for by local governments. The concept of "Outdoor Relief," based upon Elizabethan Poor Laws, affirmed that the poor, sick and/or disabled should be taken in or boarded at public expense. In 1762, the Fellowship Society of Charleston established an infirmary for the mentally ill. But it was not until the 1800's that the mental health movement received legislative attention at the state level.

Championing the mentally ill, South Carolina Legislators Colonel Samuel Farrow and Major William Crafts worked zealously to sensitize their fellow lawmakers to the needs of the mentally ill, and on December 20, 1821, the South Carolina State Legislature passed a statute-at-large approving \$30,000 to build the South Carolina Lunatic Asylum and a school for the 'deaf and dumb'. This legislation made South Carolina the second state in the nation (after Virginia) to provide funds for the care and treatment of people with mental illnesses.

The Mills Building, designed by renowned architect Robert Mills, was completed and operational in 1828 as the South Carolina Lunatic Asylum. The facilities

grew through the decades to meet demand, until inpatient occupancy peaked in the 1960's at well over 6,000 patients on any given day. From 1828 through 2011, South Carolina state-run hospitals and nursing homes treated over 947,000 patients and provided over 148,500,000 bed days.

In the 1920's, treatment of the mentally ill began to include outpatient care as well as institutional care. The first outpatient center in South Carolina was established in Columbia in 1923.

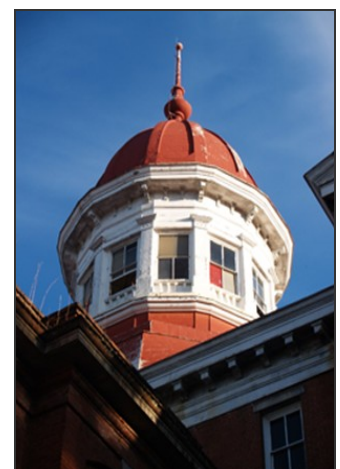
The 1950's saw the discovery of phenothiazines, "miracle drugs" that controlled many severe symptoms of mental illness, making it possible to "unlock" wards. These drugs enabled many patients to function in society and work towards recovery, reducing the need for prolonged hospitalization. Government support and spending increased in the 1960's. The South Carolina Community Mental Health Services Act (1961) and the Federal Community Health Centers Act (1963) provided more funds for local mental health care.

The South Carolina Department of Mental Health (DMH) was founded in 1964. In 1967, the first mental healthcare complex in the South, the Columbia Area Mental Health Center, was built. The centers and clinics have served over 2,800,000 patients, providing over

38,000,000 clinical contacts.

Today, DMH operates a network of 17 community mental health centers, 42 clinics, three veterans' nursing homes, and one community nursing home. DMH is one of the largest hospital and community-based systems of care in South Carolina. In FY11, DMH outpatient clinics provided 1,175,482 clinical contacts and DMH hospitals and nursing homes provided nearly 530,000 bed days. Last year, DMH treated nearly 100,000 citizens, including approximately 30,000 children and adolescents.

DMH  
MISSION:  
TO SUPPORT  
THE RECOVERY  
OF PEOPLE  
WITH  
MENTAL  
ILLNESSES.



Babcock Building Cupola



## C. M. TUCKER, JR. NURSING CARE CENTER

RODDEY PAVILION  
220 HARDEN STREET  
COLUMBIA, SC 29203  
(803) 737-5301

### C. M. TUCKER, JR. NURSING CARE CENTER RODDEY PAVILION

The C.M. Tucker, Jr. Nursing Care Center – Roddey Pavilion was established as the Division of Long-Term Care by the action of the General Assembly of South Carolina.

Roddey Pavilion opened in 1983, and was named in honor of State Senator Frank Laney Roddey, who served in the state senate from 1963 until his death in 1979. Senator Roddey, or “Son” Roddey as he was known to his constituents, served Kershaw, Lancaster, and York counties.

The Roddey Pavilion is comprised of T-shaped units, called neighborhoods, each with a nursing station at the center. Roddey Pavilion has been remodeled, but the basic layout of the neighborhoods has not changed.

At its inception, patients accepted for admission were primarily in need of long-term skilled or intermediate nursing care under medical supervision for physical/functional disabilities associated with underlying medical or neurological disorders. Patients with known or previously diagnosed psychiatric

disorders were admitted only if their behavior did not endanger themselves or others.

Today, admission requirements are the potential applicant needs nursing home level of care and Roddey Pavilion can meet their needs.

Roddey Pavilion offers residents a complete living environment, including medical care, nursing care, rehabilitative therapy, pharmacy services, recreational and therapeutic activities, social services, pastoral care, and dietary services.

Currently, residents of Tucker Center range in age from 32 years to 96 years old. The younger residents are primarily patients who sustained traumatic brain injuries from motorized vehicle accidents. Many of the residents of Roddey Pavilion have some type of secondary or historic psychiatric diagnosis, but their primary need is for intermediate or skilled nursing care.

Roddey Pavilion residents enjoy typical nursing home activities, such as playing bingo, sing-alongs, going to the mall, and

watching movies. Additionally, participation in unique activities such as an acting group called “The Tucker Players” and a therapeutic art program called “The Art of Recovery” is encouraged at Roddey Pavilion. All of the activities serve to increase residents’ feelings of well-being and positive behavior.

The Roddey Pavilion is accredited by The Joint Commission, and has received The Gold Seal of Approval™ from The Joint Commission each year since 2000. The Gold Seal of Approval™ is the highest level of accreditation given by The Joint Commission. It is presented to facilities that exceed state and federal requirements in compliance with standards of care specific to the needs of residents, including infection prevention and control, leadership and medication management.

RODDEY  
PAVILION IS  
ACCREDITED  
BY THE JOINT  
COMMISSION.



Roddey Pavilion Courtyard



Norma Jean Mobley,  
Program Director and  
Nursing Home Administrator

THE CLOSE  
STAFF-RESIDENT  
INTERACTIONS  
ENABLE EARLY  
DETECTION  
AND  
ADDRESSING OF  
PROBLEMS.

## NORMA JEAN MOBLEY, PROGRAM DIRECTOR AND NURSING HOME ADMINISTRATOR

Norma Jean Mobley grew up in Kershaw when the mill industry still thrived. Both her parents worked in the textile industry and they wanted better for their daughter, so they stressed the importance of a college education. She took their advice, and received her bachelor's degree in Pharmacy from the Medical University of South Carolina.

Mobley's interest in Pharmacy was sparked by having an aunt who spent time in and out of the State Hospital. She would go with her grandmother to pick up her aunt, and on one of these visits was sent to the pharmacy to pick up her aunt's prescriptions. She was impressed by the appearance of the staff and the environment,

and that impression, coupled with a natural talent for science and math, made Pharmacy a good fit. After completing her education, Mobley lived and worked all over the United States, moving with her husband who was career Navy. When he retired she became a pharmacist with DMH.

Mobley began her career at Tucker Center in 1995 as staff pharmacist. Within two years she was promoted to Pharmacy Chief and remained in that position until 2008, when she became nursing home administrator and program director for Roddey Pavilion.

Moving from pharmacy to administration seemed like a natural transition. She com-

pleted the DMH Mentoring program and went on to complete the Administrator in Training program before becoming a licensed Nursing Home Administrator.

Mobley feels Roddey Pavilion is special because services are provided in-house by staff and residents are like family. She believes the close staff-resident interactions enable early detection and addressing of problems.

Mobley's basic values when it comes to her job at Roddey Pavilion are twofold: "Whether you're sweeping the floors or an executive, do the best job you can; and always treat people like you want to be treated."

## RUSS HUGHES, PHD, CITIZENS ADVISORY BOARD MEMBER

The Citizens Advisory Board (CAB) meets bi-monthly, its members serve as advisors to the leadership of Tucker Center as well as assisting in better acquainting the public with the needs and activities of the Tucker Center. This volunteer board also recognizes and rewards exemplary staff members. The rewards are funded by a former CAB member to support morale. Several CAB members have had family at Roddey Pavilion, and they speak about how much it meant to them to have this staff.

Russ Hughes, PhD, a native of Gainesville, Georgia graduated from Wofford College. He spent four years in the military before receiving his Ph.D. from the University of Alabama

in Experimental Psychology.

Dr. Hughes is a retired DMH employee who began his career in 1984 when he was hired as executive director of the Coastal Empire Mental Health Center. Five years later, he came to work at Tucker, where he served for 10 years before moving to Bryan Psychiatric Hospital as director. He was eventually named director of Columbia Behavioral Health Systems. Hughes completed his DMH career at Central Office and is enjoying retirement by working part-time as executive director of the Dorn Research Institute, a non-profit organization affiliated with the Veterans Administration.

Dr. Hughes feels Tucker is a very special place. It is a place

to live and thrive; a home. Dr. Hughes notes that Tucker Center, and Roddey Pavilion in particular, represent a special niche in South Carolina; able to offer residence to individuals who are more difficult to serve and that private nursing homes do not want to take.

Dr. Hughes finds the biggest challenges residents face are not disease, death, or disability, but boredom, loneliness, and helplessness. He feels going beyond clinical care, and addressing these issues facilitates residents' happiness. Dr. Hughes feels very fortunate to have had so many opportunities in his life and feels he can give back in retirement by his work on the CAB.



Russ Hughes,  
Citizens Advisory Board Member



## SHIRLEY BANNISTER, DIRECTOR OF NURSING

Shirley Bannister has been with DMH since 1986 and Tucker Center since 1993. She became director of Nursing at Roddey Pavilion in 2010. Born and raised in Columbia, she knew from a young age that she wanted to be a nurse. Her relationship with her great grandmother inspired her to focus her career on the elder population.

Bannister observes that many residents do not have family involvement in their lives, so it is important to her that staff care and bond with them. She feels leadership sets the example of the importance of staff and resident connection. "This is the reason we are here," she explains.

Recently, a resident in the final

stages of terminal illness requested a "Hoe Cake." No one had heard of such a thing so Bannister asked her mother about it. Not only did her mother know what it was, but she baked one for the resident. "Nursing is more than doing an eight hour job. It is about giving back," she says.

Bannister shares with great pride a recent Department of Health and Environmental Control (DHEC) survey where Tucker made history, earning no citations. According to DHEC, this is a very rare occurrence. Bannister stressed how teamwork was essential to this significant accomplishment. "It takes teamwork to do what we do for the residents," she said. "It's an awesome thing."

Bannister feels another big contributor to the excellent survey results was the new Nursing CNA program, which started in 2011. Of 49 graduates, 38 are employed at Tucker, and the number of patient care hours delivered this year has increased by 3,000. This has increased patient quality of care outcomes and is the foundation for a succession plan as older staff retires.

Summing up her personal and career perspective, Bannister states, "We represent the Department of Mental Health, but we also represent ourselves as nurses. As director, I want the community to know I'm here for our long term care residents and for their families because that is so important."



Shirley Bannister,  
Director of Nursing

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**BANNISTER**

## GARY EWING, MD, PHYSICIAN

Gary Ewing, MD, began working at Roddey Pavilion in October 2011 and says the experience has exceeded all his expectations. He calls the staff "phenomenal in terms of the lengths they go to take care of sometimes difficult patients." He likes working with this population and says he really appreciates them as people, rather than "people with psychiatric diagnoses."

Dr. Ewing was born in Kansas City, Missouri, and moved to California as a child. He initially wished to play sports, but in late high school and early college he became interested in Medicine. He attended medical school at Loma Linda University, where he also received his master's degree in public

health. He's board certified in Occupational Medicine and Preventive Medicine from the University of Pennsylvania.

Dr. Ewing previously worked at the University of South Carolina (USC) teaching occupational medicine at the College of Medicine. Prior to that, he served as Residency Director for USC's Preventative Medicine Program. Dr. Ewing's decision to work at Roddey Pavilion was fueled by his desire to provide direct patient care.

An area of focus for Dr. Ewing is increasing the collaboration of DMH with USC. He believes the opportunities in this area are remarkable and recently started work on bringing preventive medicine residents

to Tucker. He feels it is a win-win since students will be able to see patients here they would otherwise not have access to at other places and the patients will receive more quality physical health care in the area of prevention. DMH State Director John H. Magill is very supportive of this concept.

Dr. Ewing feels it is very important to make Roddey Pavilion a home environment, and says after residents sent to the hospital return to Roddey Pavilion they say they are so glad to be "home."

Dr. Ewing believes working at Roddey Pavilion is an opportunity to touch people at a very basic level, not just the residents, but their families as well.



Gary Ewing, MD,  
Physician

## ERIC S. JONES, ACTIVITY THERAPIST SUPERVISOR AND ADMINISTRATOR IN TRAINING



Eric S. Jones  
Activity Therapist Supervisor

Activity Therapist Supervisor Eric Jones oversees resident social activities, such as cook-outs, card games, checkers, bingo, karaoke, and dances. Jones plans activities with the goal of getting the residents mentally engaged and physically moving. Jones also orchestrates off-site activities, including dining out, fishing trips, and the annual trip to the South Carolina State Fair.

Working at Tucker has been a life-changing experience for Eric Jones. Approaching nine years at the Center, Eric remembers being “a young, reckless college student” and not really thinking about life in important terms. Coming to Tucker, made him reflect on the important things in his life, particularly his family. Jones says even people in his neighborhood saw changes in him after he began working at Tucker.

Jones received his bachelor’s

degree in Recreation from Benedict College and was hired at Tucker right after completing his internship. He was always self-directed and was soon promoted to Activity Therapist Supervisor at Roddey Pavilion. After being named Tucker’s Employee of the Year in 2011, Jones entered the DMH Mentoring program.

Jones understands families’ hesitancy in visiting nursing homes; afraid of seeing their loved ones in that type of setting. He works hard to reach out to families to keep them involved.

Born in Chester and raised by his grandparents, Jones credits his experience as a youth working on the farm with providing both a solid work ethic and a vehicle with which to connect to the residents. While he did not foresee becoming an activity therapist, he always felt he was an “old spirit,” patient, quiet, and understanding.

Jones credits his internship at Tucker for making it “click” for him. He feels as though working with the elderly is his true calling. He would like to serve his entire career at Tucker assisting residents and their families.

Jones stresses that patience is an important quality he brings to his job, explaining, “our folks don’t ask to be here. If they had the opportunity they would be home, living life on their own terms.” He connects with the residents on a personal level and makes a point of singing with them on a regular basis.

Jones recalls seeing residents when they first move in, often bedridden and not speaking. He finds it rewarding when they once again enjoy participating in activities and going out of the Center on trips. “We help them get their lives back.”

TEAMWORK  
IS A MAJOR  
STRENGTH  
OF TUCKER.

## TRACEY WILLIAMS, CERTIFIED NURSING ASSISTANT (CNA)-C



Tracey Williams  
CNA-C

Tracey Williams is a CNA-C (the C means she supervises the floor CNAs).

Her mornings start by making rounds, greeting residents, getting reports, and speaking with her supervisees on what needs to be done. Other duties include attending care conferences and providing in-service training.

She fills in if there is a staff shortage, and sometimes even if there is not. Williams says a

big part of her supervision style is to not ask anyone to do something she herself wouldn’t want to do.

Born in Columbia and a lifelong resident, Williams knew she wanted to go into nursing since the age of 18. She received her CNA from Mansfield Business College and knew from her first nursing home job that she had made the right choice.

She feels compassion and love for the residents. “You can’t

make a person care. Caring has to be inside of someone, and I know it is inside of me,” she said.

Williams believes teamwork is a major strength of Tucker. When surveyors came on a Sunday, Williams came in too; to support the Center and the team.

Williams’ future goal is to become a nurse, and plans to return to school later this year.

## PAMELA SMITH, DIRECTOR OF SOCIAL WORK

Pamela Smith's relationship with her grandparents was a big influence on her desire to work with elders. Her grandfather was a state superintendent which inspired her to work in the public sector. She also has both professional and personal experience with people with mental illness and feels this helped spark her interest in the field. Pamela hails from Camden and received her bachelor's degree in communications from Winthrop University.

Smith was hired at Roddey Pavilion as director of Social Work in 2011. Prior to joining the Roddey team, she had been a state surveyor in Long Term Care at the Department of Health and Environmental Control. She later worked for

the Department of Social Services and was eventually promoted to surveyor for nursing homes. During this time, Smith's interaction with the residents made her want to serve them more directly, so she returned to college and completed her master's degree in Social Work at the University of South Carolina.

Smith believes that the role of social workers in nursing homes is looking at the big picture: focusing on resident rights, advocating for residents, educating staff on residents' rights, and making sure residents participate in decision making about their care.

While in graduate school, Smith chose Tucker Center for her internship. "I had a won-

derful student experience here," she said. She recalls being allowed to do innovative things and enjoyed facilitating therapeutic groups for residents and support groups for family members.

As director of Social Work, Smith would like to see group therapy offerings expanded for both residents and family. She would also like to see her social work staff provide in-service training for non-social work staff.

Smith feels good about her decision to work at Tucker, "Some days can be tiring and frustrating, but I'm always eager to return the next day. It's a challenging job, but it's very rewarding and I love the residents here!"



Pamela Smith,  
Director of Social Work

THE TUCKER  
CENTER AND  
THE  
DEPARTMENT  
OF HEALTH  
AND HUMAN  
SERVICES  
FREQUENTLY  
COLLABORATE  
TO MEET THE  
NEEDS OF  
SHARED  
CLIENTS.

## SAM WALDREP, DEPUTY DIRECTOR FOR LONG TERM CARE AND BEHAVIORAL HEALTH FOR DHHS

The Tucker Center and the South Carolina Department of Health and Human Services (DHHS) frequently collaborate to meet the needs of shared clients. Deputy Director Sam Waldrep works with the staff of Roddey Pavilion to ensure residents are receiving the best possible care.

Waldrep received his bachelor's degree in sociology and anthropology and his master's degree in sociology with a concentration in social gerontology from the University of South Carolina. He also earned a post-graduate certificate in gerontology from the University of Michigan. Waldrep became involved with the eld-

erly right out of college, working at the State Office of Aging. He came to DHHS in the early 1980s where he worked in Community Long Term Care, reviewing nursing homes.

Waldrep's long term view for Tucker is to serve niche populations: HIV, Huntington's, and more. His vision of long-term care in South Carolina involves both the community and nursing homes. DHHS has not added any new Medicaid nursing home capacity in South Carolina in about 12 years, which is significant considering the rapid growth of the older population.

Nursing homes have also been impacted by a reduction in

Medicare rates. Waldrep anticipates more monies will soon be available for facilities that carve out special niche populations and this is an opportunity for Tucker.

According to Waldrep, DHHS is piloting a project "Complex Care," in which significantly higher reimbursement rates are given to nursing homes to take care of very sick people with unique and complex needs who may not be a good fit for traditional nursing homes. And they are aware of changing treatment requirements of veterans returning from war and are looking for optimal ways to treat these new special needs.



Sam Waldrep,  
Deputy Director for  
Long Term Care and  
Behavioral Health for DHHS



TO SUPPORT THE RECOVERY OF  
PEOPLE WITH MENTAL ILLNESSES.

**SC DEPARTMENT OF  
MENTAL HEALTH**

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RODDEY PAVILION**

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(803) 737-5301

## SPOTLIGHT

*The following is an excerpt of a letter from the daughter of a Roddey Pavilion resident who passed away in February, 2012.*

To Our Family at Tucker Center:

You have no idea how lucky my brother Jack and I, as well as all my family, feel that we found the Tucker Center for my mother. We looked at several nursing homes and did not really like many of them. Some of them were fancy but none of them suited us. We went to Tucker Center and walked through the halls, which were clean and odor free. We saw the wonderful patience, care, and most of all respect that the physicians, nursing staff, and nursing assistants gave to the residents. We chose your facility for our mother because of this, and feel blessed that we found you. In all the years I have been coming I have never witnessed any disrespect for a patient.

Jack and I thank you for the loving care given to Mother. She loved you all so much. She was happy and content and that was because all of you were so caring and kind to her. So many of you touched her, came to see her, gave her hugs, stopped by when she called out for you, took extra time to say hello or just let her kiss your hand and tell you how pretty you were. She did not distinguish between men and women. She thought all of you were pretty.

God bless all of you,

Billie McMahon,  
Daughter of Gladys Richardson